

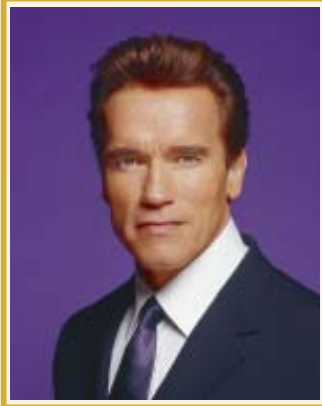


# YACA News

*Communicating with California's Professionals in Corrections and Parole*

January 2005

Inaugural Edition



Governor **Arnold Schwarzenegger** announced a major change for the Youth and Adult Correctional Agency departments and boards in his State of the State address.

## What is YACA News?

Welcome to the inaugural edition of the *YACA News*. This is the first of a regular series of newsletters to communicate important information to employees within the various boards and departments of the Youth and Adult Correctional Agency.

California Youth Authority (CYA) has published a similar newsletter, "*Staff News*," since the late 1950s and *YACA News* is based on the concept of that publication. Published electronically, this newsletter includes stories about various programs, events and staff. We encourage all YACA staff to contribute information and articles of interest. Please submit questions, copy, photos, etc to: [agencynews@corr.ca.gov](mailto:agencynews@corr.ca.gov).

Thank you and I look forward to working with you as we go forward with improving corrections in California.

--**J.P. Tremblay**, Assistant Secretary  
External Affairs, YACA

Please see Memorial for  
Correctional Officer  
**Manuel A. Gonzalez, Jr.**  
on Page 4.

## Reorganization for Corrections in California – A New Beginning!

*From the Governor's January 5, 2005 State of the State Address*

"A year ago, I told you that I wanted to blow up the boxes. Well, we have lit the fuse. The California Performance Review has done an outstanding job.

"285 people have worked for nine months looking at how to eliminate duplication and increase accountability in government. They received the views of 10,000 Californians. They held public hearings and produced a 2,000-page report.

"Thanks to the Performance Review and the leadership of Secretary **Rod Hickman**, the Youth and Adult Correctional

Agency - an agency with a \$6 billion budget and 54,000 employees - will be the first agency that we reorganize. Its need is the most urgent.

"This is an agency in which there has been too much political influence, too much union control and too little management courage and accountability.

"For many months, you could not pick up a newspaper without reading about a youth dying in prison, codes of silence, or

*(Please see New Beginning, Page 2)*

*Message from YACA Secretary Hickman:*

## Changes to this Agency Have Begun

You have read or heard from me, from the newspapers, or through the "rumor mill" that the reorganization of the Youth and Adult Correctional Agency is moving ahead at a rapid pace. I want to share some of this information with you in this inaugural edition of *YACA NEWS* and via video in the coming days and I ask you to share it with your colleagues in the field.

We have – with the assistance of many, many talented and dedicated individuals – accomplished a great deal in our reorganization and reform efforts. In fact, the Little Hoover Commission will hold a hearing this week on our reorganization plan that was submitted by Governor Schwarzenegger.

Many have asked how these changes will affect them personally, their staffs or their organization. We know this much is true: some chairs will be moved, some offices will be different, and some jobs may be completely different than what they were previously. While I cannot provide specifics, I ask each and every



**Roderick Q. Hickman**  
Secretary, YACA

one of you to be patient and flexible in this time of rapid change.

Please understand that as we move forward with these changes, you may feel some uncertainty. I hope I can count on your leadership and professionalism to ensure that the safe and efficient operation of our departments will continue, although it may seem that we are "changing the tires while the car is moving."

*(Please see Hickman, Page 2)*

## New Beginning...*(From Page 1)*

abuses of force.

"I will send to the Little Hoover Commission our plan to reorganize this agency. And I want to say this to the many honest and hard-working people who work in corrections: thank you for your perseverance, and thank you for your hard work. We will free you from the prison of waste and mismanagement in which you have been held.

"California was once the national leader, a pioneer, in corrections integrity, innovation and efficiency.

"We can make it so once again."



*Governor Schwarzenegger and Secretary Hickman working together for change.*

## Highlights of the YACA Reorganization Structure

*The information below highlights briefly some of the changes that will occur with this reorganization, subject to the Little Hoover Commission approval and support by the legislature:*

**Authority:** A name change from Youth and Adult Correctional Agency to Department of Corrections and Rehabilitation (DCR). Under the proposed organizational structure, reporting authority will be clearly and functionally specified;

**Accountability:** Programs, functions and processes will be reorganized and risk management, audits and compliance will be reporting directly to the Secretary;

**Empowerment:** The Secretary will have appointing power and authority for all civil service staff within the organization and most exempt employees will serve at the pleasure of the Secretary. This will ensure that all parts of the new organization respond to the direction provided by the Secretary;

**Alignment by Function:** Currently YACA, with its many boards and departments, is poorly structured in terms of organizational design. Bureaucratic layers have led to a dysfunctional and inefficient agency. The new design will consolidate functions currently split between the Department of Corrections and Department of the Youth Authority, such as in the areas of Legal, Labor, Human Resources, Medical Services, Procurement, Communications and Information Technology, to name just a few.

**Youth Operations and Adult Operations will remain separate.**

*Please read on in this newsletter for more details of the reorganization.*

**"One of the first and most notable changes that you will see is in YACA. This agency has taken on a leadership role that the Governor expects....to lead the reform."**



*Secretary Rod Hickman's remarks to the American Association of Black Correctional Workers Conference.*

## Hickman...*(From Page 1)*

As I have said many times before, these changes cannot be enacted without the assurance of a safe working environment for our staff and safe living environment for the offenders. This is a responsibility all of us must shoulder as we rebuild this Agency.

We have strong support from the Governor and we are confident that we will succeed in this effort. We can demonstrate to our employees, to community partners, and to all Californians that we will be the first government agency to move forward with this reorganization process.

I will continue to communicate with you and discuss key issues via newsletter, video and in person, as we mark milestones in these efforts. I urge you to remember that change is never easy and it requires a committed partnership to succeed. While I would prefer to thank each of you personally, it just is not possible. But know that your efforts are truly and sincerely appreciated.

# Youth and Adult Correctional Agency Blows Up Organizational Boxes with Planned Reorganization

*New Structure will Ensure Public Safety and be More Effective and Efficient*

Earlier this month, Youth and Adult Correctional Agency Secretary **Roderick Q. Hickman** outlined the plan for reorganizing the state's youth and adult correctional operations making it more effective, efficient and accountable to the taxpayers and residents of California.

"We are going to be blowing up the

**"Critical changes are occurring in our institutions...and these changes have set in motion my vision for a safe and therapeutic environment for wards. Historically, the CYA has welcomed community partnerships to better serve and help reintegrate juvenile offenders back into society and we intend on continuing those partnerships..."**



**Walter Allen III**  
Director  
California Youth Authority

boxes, flattening out the system and making corrections in California more effective at providing public safety and more efficient for the taxpayers of this state," said Secretary Hickman.

Created more than a quarter century ago, California's \$6 billion youth and adult correctional system is in crisis, Hickman said. Public confidence has been almost totally eroded by out-of-control costs, a perceived "code of silence" among employees to cover up wrongdoing, an employee disciplinary system that fails to punish wrongdoers, and recidivism rates that make our prison gates look like revolving doors. Additionally, the failure of the correctional system to provide wards and inmates with adequate medical and mental health care has resulted in a series of successful lawsuits filed by both taxpayers and inmate/ward advocates.

Most of the system's ills can be traced

to the structure of the Youth and Adult Correctional Agency. In January 2004, the Agency began developing a strategic plan aimed at rectifying the dysfunction of the multi-departmental correctional system.

The Administration, recognizing the need for change appointed the Independent Review Panel chaired by former Gov. **George Deukmejian** to examine the correctional system in this state and make recommendations for changes. The panel held public hearings, consulted with experts, and reviewed years of data, ultimately releasing its report that included 239 recommendations and suggestions.

"Without the work and leadership of Governor Deukmejian and the IRP and the efforts of dedicated staff throughout this agency who worked with them, we wouldn't be where we are today, on the cutting edge of government reform," said Hickman.

At the same time the IRP was meeting, YACA's leadership began developing a strategic plan to address the problems that have resulted in the system's dysfunction. Experts in the field of organizational structure, management design, correctional operations and organizational effectiveness were consulted in the development of this plan.

Briefly, the strategic plan is divided into four organizational goals and three program goals as follows:

## Organizational Goals

**Goal 1 – Workforce Excellence:** Ensure a well-trained, quality workforce;

**Goal 2 – Technology:** Develop information technology strategies and implement systems capable of managing both current and future needs;

**Goal 3 – Organizational Effectiveness:** Achieve organizational excellence in the Agency's operations and systems; and

**Goal 4 – Legal Compliance:** Develop preventive strategies to preclude class action suits and remedy identified violations.

## Program Goals

**Goal 5 – Crime Prevention and Safety:** Develop a comprehensive crime prevention program and use evidence-based research to reduce criminality and victimization.

**Goal 6 – Outreach, Partnerships:** Seek out partnerships and develop meaningful programs and processes to promote shared responsibility for community safety; and

**Goal 7 – Health Care Delivery:** Ensure an organization design and accompanying system to provide efficient delivery of quality health care.

**"We are committed to becoming more effective advocates for change, working with others in our communities to recognize the critical needs of our citizens, and considering the long term negative impact of not addressing those needs."**



**Jeanne S. Woodford**  
Director  
California Department of Corrections

According to the reorganization plan submitted to the Little Hoover Commission, there are a number of strategies for each goal, and a number of action items for each strategy that can be measured and quantified. The plan also highlights the importance that managers are empowered to make decisions to reach these goals and that they are held accountable.

In addition, under the proposed reorganization, many of the new Department of Corrections and Rehabilitation functions will be agency-wide and be directly reportable to the Secretary. In other words, there will

(Please see **Planned Reorg**, Page 5)



# Thousands Turn Out to Honor and Remember Correctional Officer Manuel A. Gonzalez, Jr.

Correctional Officer **Manuel A. Gonzalez, Jr.**, 43, a 16-year employee of the California Department of Corrections (CDC), died Jan. 10, 2005 after being stabbed by an inmate at California Institution for Men (CIM) in Chino.

This tragic murder of a CDC correctional peace officer was the first in nearly 20 years. Officer Gonzalez is survived by six children, and his parents.

Memorial services were held at St. Gregory the Great Catholic Church in Whittier. The rosary was held Jan. 17, 2005 and eulogies were given by Attorney General **Bill Lockyer**, Youth and Adult Correctional Agency Secretary **Roderick Q. Hickman**, fellow correctional officers, and Gonzalez' brother, **David**.

The funeral was conducted on Jan. 18, 2005 with peace officers representing California and other state law enforcement agencies attending. Among those offering eulogies were Congresswoman **Grace Napolitano**, Lt. Gov. **Cruz Bustamante**, and Assemblyman **Rudy Bermudez**.

More than 3,500 mourners attended the services, with many attending burial services at Resurrection Cemetery in Montebello where Officer Gonzalez was laid to rest.

A candlelight vigil was held at CIM on Jan. 19, 2005 for staff and family members who were unable to attend memorial services. Memorial services were also held at several institutions on the day of the funeral or during the same week.

On the afternoon of the incident, Secre-



*In memory of Officer Gonzalez, Food Administrator I Doug Torres of Central California Women's Facility composed this collage .*

tary Hickman immediately went to CIM to assist with questions from employees, as well as determine the circumstances leading to the deadly assault. He met with Warden **Lori DeCarlo** and her staff, visited the crime scene, and spoke with numerous prison staff members to provide comfort and support.

"My thoughts and prayers go out to Officer Gonzalez' family at this tragic time. When something like this happens, all of us in the Corrections family are deeply impacted and pained," Secretary Hickman said. "There is no greater loss than to lose a brother officer killed in the line of duty. I know as professionals we will pull together to help Officer Gonzalez' family and friends deal with this loss. Already, many correctional professionals throughout this state have pulled together to help heal the wound that has been inflicted on our agency and state."

"I do not have the words to express my grief and sadness," said CDC Director **Jeanne Woodford**. "While it has been nearly 20 years since a CDC employee has died in the line of duty and many changes have

been made to improve safety, there will always remain risks in this profession.

"Correctional Officer Gonzalez was a consummate professional who was well respected by his co-workers. He was reliable and approached his responsibilities with a spirit of teamwork. He was friendly, went beyond his duties to assist other staff, communicated well with inmates, and worked to make our facilities safer. As we continue in our work, we must never forget the sacrifice of our fallen officer," Woodford said.

**Memorial  
remembrances may be  
made to:**  
**Manuel A. Gonzalez  
Children's Fund**  
**Acct. # 04926-06075**  
**Bank of America**  
**9930 Orr & Day Road**  
**Santa Fe Springs, CA 90670**  
**Attn: Abby Barraza, V.P.**  
**(562) 406-2308**



## Planned Reorg...*(From Page 3)*

be one source of service such as legal human services, communications, information technology and training rather than duplicative systems that deliver the same types of services to adult services and juvenile services.

### Proposed Organizational Improvements

A reorganized Department of Corrections and Rehabilitation will flatten the organizational structure of the youth and adult correctional system, directly connecting the top layer of management with every aspect of the organization's performance. It will more clearly define the authority and responsibilities of key managers and will empower them to carry out their assigned responsibilities. It will also hold those managers accountable for performance. Finally, it will enable the Secretary to enact meaningful change throughout the entire organization to make it more effective, efficient, and accountable. This is an important departure from the past.

For example, over the past several years CDC has been successfully sued several times over general conditions of confinement including: use of force, secure confinement/lack of due process, health care

services, services to disabled inmates, and others. However, due in great part to the current organizational structure, where the CYA is considered a separate entity from CDC, there is a lack of communication that would ensure practices at CYA are not vulnerable to similar litigation. In other words, CYA has (and will) adopt new policies and procedures that are in compliance with recognized correctional standards that have already been tested in the courts.

Although the Administration was recently successful in settling the CYA lawsuit, the fact exists that had the Agency been aligned as proposed in this plan, changes in conditions of confinement would have been adopted across the board much earlier which would have prevented the CYA litigation.

Another example of the need for realignment of the Agency can be found by the current relationship between local governments, the Board of Corrections, the Department of Corrections, and the CYA.

The Board of Corrections has been successful in the past several years in working with local government. Emphasizing the need for new youth and adult programs that are designed to provide accountability and outcome measures, to show whether or not the new programs are effective. The Board has provided an important component to helping local youth and adult programs, how-

ever, there is no corresponding model for helping to make youth and adult correctional programs more effective. In addition, there is no real nexus between state and local correctional systems. What has resulted is a disjointed, ineffective, and fractured relationship between state and local government that does nothing to improve the public safety in our communities.

The proposed organizational structure is designed to remedy these ills. No longer will separate state departments (CDC and CYA) work autonomously. Systems designed to improve conditions of confinement will be implemented for both youth and adult operations rather than waiting for another lawsuit. State and local government will work in concert, and will share their successes and failures, for the benefit of public safety. The new department will be aligned and consolidated by function; designed to improve its overall effectiveness, efficiency, and accountability.

## Youth and Adult Correctional Agency

### VISION

**We will end the causes and tragic effects of crime, violence, and victimization in our communities through a collaborative effort that provides: Intervention with at-risk populations; Quality services from time of arrest; And, successful integration back into society**

### MISSION

**To improve public safety through evidence-based crime prevention and recidivism reduction strategies.**

### VALUES

**We commit ourselves to principled leadership -- a set of core values that guide our behavior:**

**INTEGRITY** - We conduct ourselves professionally, achieving the highest ethical standards.

**ACCOUNTABILITY** - We take responsibility for our actions and the consequences.

**JUSTICE** - Everyone receives equitable process and fair outcomes.

**COLLABORATION** - Everyone supports mutual understanding of ideas, open exploration of our differences, and works constructively and cooperatively with our stakeholders.

**EMPLOYEE WELL-BEING** - We foster an environment that supports professional development and personal health.

## YACA News

### The Electronic Edition

The *YACA News* is published monthly by the Youth and Adult Correctional Agency Office of Communications and Public Affairs.

**Arnold Schwarzenegger**

Governor

**Roderick Q. Hickman**

Secretary, YACA

**J.P. Tremblay**

Executive Editor

**Nancy Lungren**

**Todd Slosek**

Deputy Executive Editors

**Margot Bach**

**Julio C. Calderon**

**George N. Kostyrko**

**Sarah Ludeman**

**Terry Thornton**

Contributors

**Gloria Powell-Wells**

**Marguerite Rylander**

Production

Please submit questions, stories and pictures to:  
[agencynews@corr.ca.gov](mailto:agencynews@corr.ca.gov)

